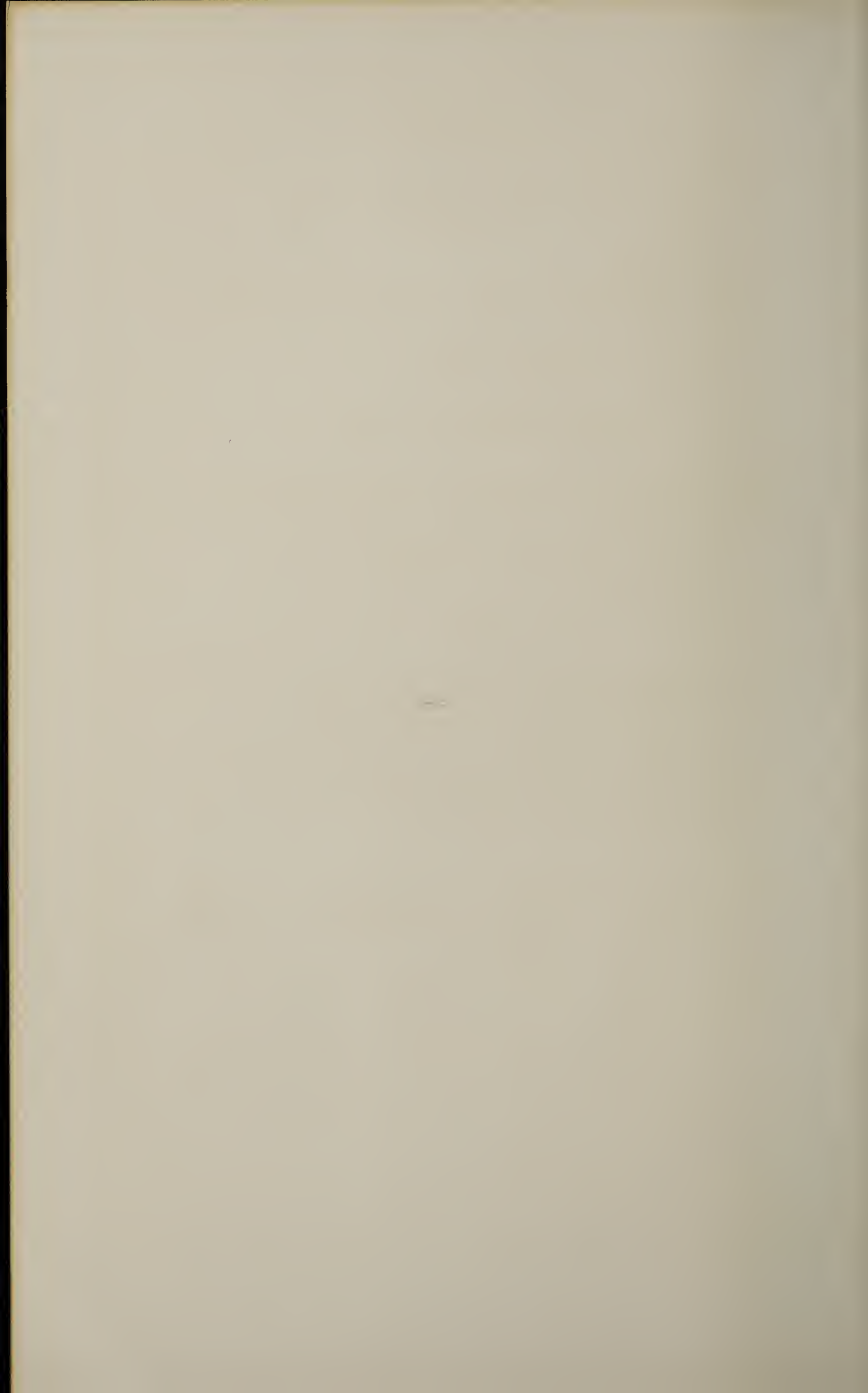


UNIVERSITY OF SANTA CLARA BULLETIN
SERIES V • NUMBER I • AUGUST 7 • 1970

GRADUATE SCHOOL
OF BUSINESS
1970-1971



SANTA CLARA • CALIFORNIA • 95053



UNIVERSITY OF SANTA CLARA

GRADUATE SCHOOL OF BUSINESS 1970-1971

UNIVERSITY OF SANTA CLARA

Series V, No. 1, August 7, 1970

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UNIVERSITY OF SANTA CLARA BULLETINS

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Graduate School of Business

Fall Quarter

September 7	Monday	Labor Day, Administrative Holiday.
September 21	Monday	Registration.
September 24	Thursday	Instruction begins.
September 29	Tuesday	Last day for late registration and the adding of courses.
October 7	Wednesday	Last day to withdraw from courses with partial refund.
October 30	Friday	Last day for filing for candidacy for Graduate degrees to be conferred December 1970 and March 1971.
November 2	Monday	Last day to file petitions for January Ph.D. screening examinations.
November 26-27	Thursday and Friday ...	Thanksgiving Recess—Academic and Administrative Holidays.
November 30	Monday	Classes resume.
December 7-9	Monday-Wednesday ...	Fall Quarter Examinations.
December 11	Friday	Fall Quarter grades due at 9 a.m.
December 12-January 3	Saturday-Sunday	Christmas Recess.
December 24-25	Thursday-Friday	Christmas, Administrative Holidays.

Spring Quarter

March 26	Friday	Registration.
March 29	Monday	Instruction begins.
April 8	Wednesday	Last day to withdraw from courses with partial refund.
April 9	Friday	Good Friday, Academic and Administrative Holiday.
April 16	Friday	Last day for filing with the graduate committee final draft on theses for graduate degrees to be conferred in June 1971.
April 23	Friday	Last day to file petition for Ph.D. screening examinations.
May 31	Monday	Memorial Day, Administrative and Academic Holiday.
June 4-8	Friday-Tuesday	Spring Quarter examinations.
June 10	Thursday	Spring Quarter grades due.
June 12	Saturday	120th Commencement.

Summer Session

June 11	Friday	Registration.
June 14	Monday	Instruction begins.
June 23	Wednesday	Last day to withdraw from courses with partial refund.
June 24-25	Thursday-Friday	Ph.D. screening examinations.
June 28	Monday	Last day to file for graduate degrees to be conferred in August, 1971.
August 9-11	Monday-Wednesday ...	Summer Session examinations.
August 13	Friday	Summer Session grades due.

*All dates are inclusive dates.

Academic Calendar 1970-71*

Winter Quarter

December 29	Tuesday	Registration.
December 31-January 1	Thursday-Friday	New Year's Administrative Holidays.
January 4	Monday	Instruction begins.
January 5	Tuesday	Last day for late registration and adding courses.
January 13	Wednesday	Last day to withdraw from courses with partial refund.
January 15	Friday	Last day for fulfilling language requirement for graduate degrees.
January 28-29	Thursday and Friday	Winter Ph.D. screening examinations.
February 15	Monday	Washington's Birthday, Academic and Administrative Holiday.
March 1	Monday	Last day to file for candidacy for Graduate degrees to be conferred in June 1971.
March 15-17	Monday-Wednesday	Winter Quarter examinations.
March 19	Friday	Winter Quarter grades due.

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HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Franciscan Padre, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Assis.

Three quarters of a century elapsed before the University of Santa Clara or Santa Clara College as it was first known, opened its doors as an institution of higher learning. In the intervening years, however, the Mission served as a spiritual center and school for the Indians.

In 1851, the new Dominican bishop of San Francisco, Joseph Sadoc Alemany, asked the Jesuit Father John Nobili, formerly of the Oregon Missions, to begin a college at the Mission of Santa Clara. With the bishop's words of encouragement and his personal gift of \$50, Father Nobili opened the classroom doors in May. During the first academic year, 1851-52, Father Nobili and a faculty of three other Jesuit priests and four competent lay professors gave instruction to twenty-six students in arts, sciences, music and drama.

April 28, 1855, Santa Clara College received its charter from the State of California in full legal approbation of the school's academic functions. Slow but steady growth followed and distinguished graduates became prominent members of California life. However, it was not until the Schools of Law and Engineering were founded in 1912 and the courses in the Humanities and the Sciences were expanded that the College became the University of Santa Clara.

Meeting the demands of urban growth in the Santa Clara Valley, the courses in commerce and finance were likewise amplified in 1926 and the University's School of Business Administration began. The Graduate School of Business was started in 1958 in recognition of the continuing important growth of the region as a business and financial center.

From the 1930's through World War II, the University's enrollment was relatively small. With the return of many war veterans came an enlarged student body, new resources and an expanded curricula that led Santa Clara into a new era of rapid growth and development.

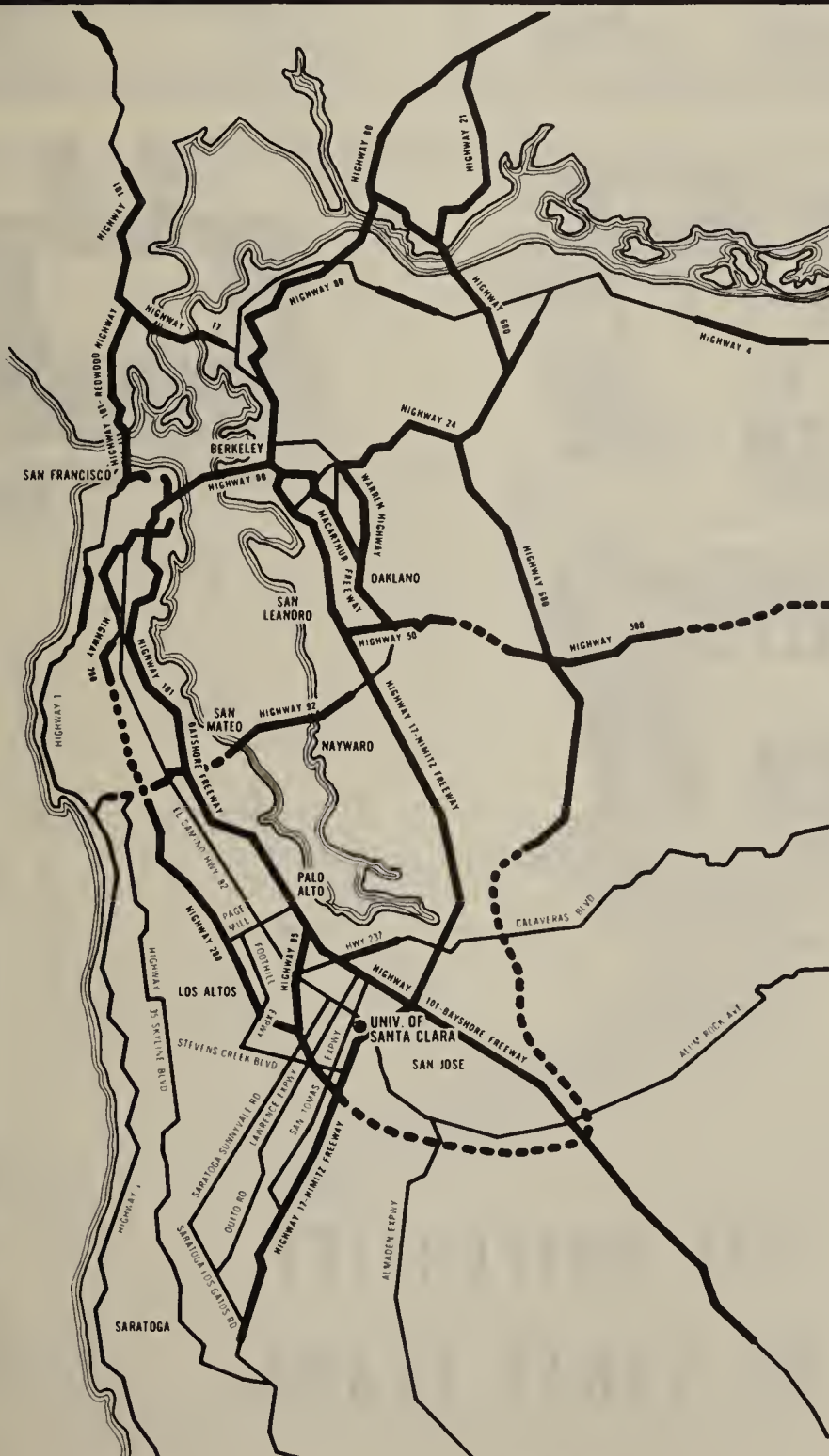
From the post-war period to the present time, the face of the campus has been changing and expanding. Eighteen new buildings costing approximately \$15 million have been added on the 67-acre campus. Today, the University has total assets of more than \$55 million and an annual budget of some \$11 million.

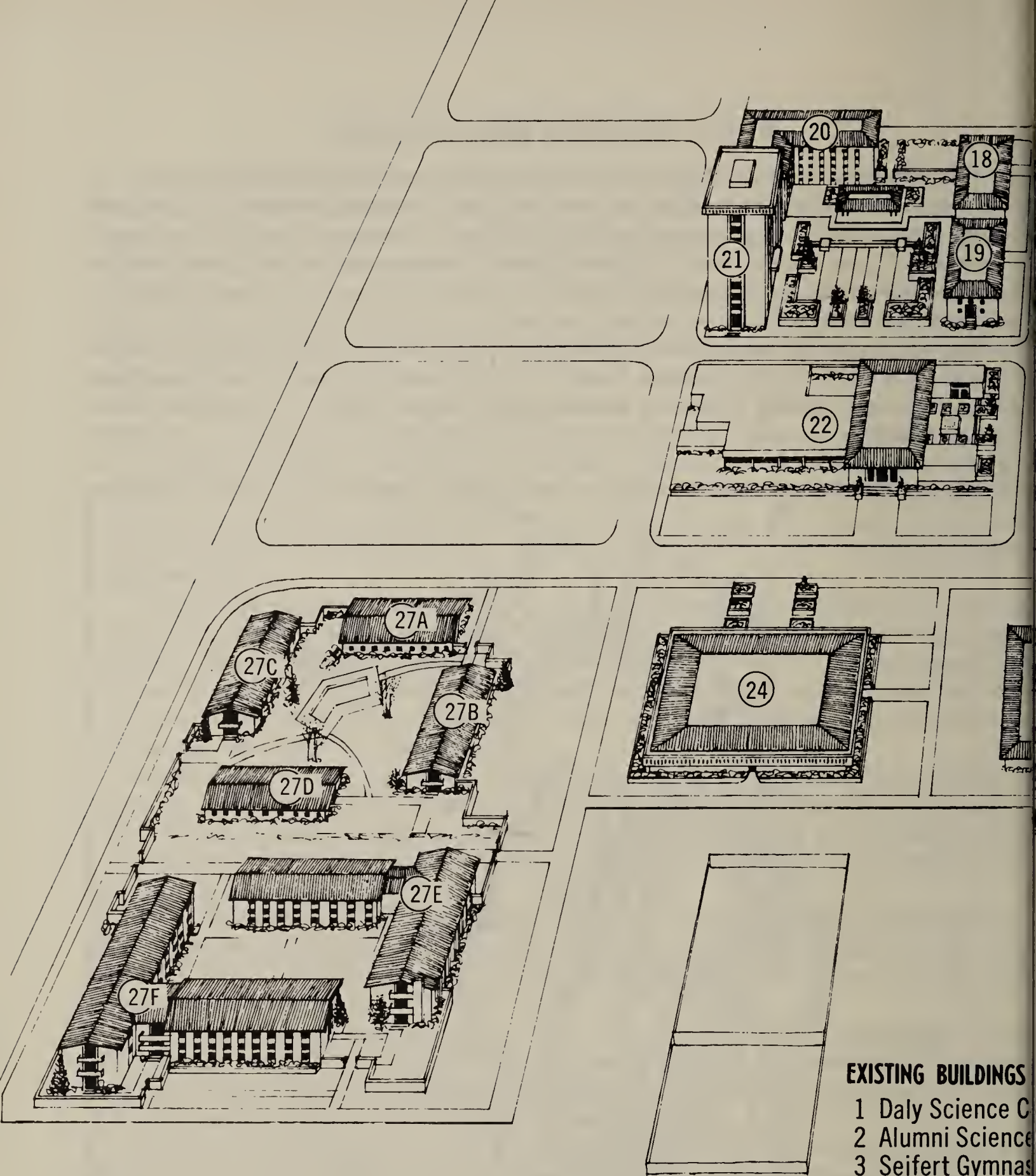
In 1961, the University announced a major change in policy and accepted women students for the first time. Now fully coeducational, the undergraduate student body numbers 3,226 which includes 1,152 women. Graduate programs in education, engineering, business, history, mathematics and English bring the total enrollment to 5,683.

LOCATION

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay. Railroad and bus and car transportation by freeway places the renowned cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County within one hour's travel. In the opposite direction are the beaches of Santa Cruz, and less than two-hours drive from the campus is the world-famed Monterey Peninsula and Carmel.

The University is accessible by all major railroads, by major airlines via San Francisco and Oakland International Airports, and by United Airlines, Pacific Southwest Airlines, Air West and Air California at San Jose Municipal Airport—about three miles from the campus.

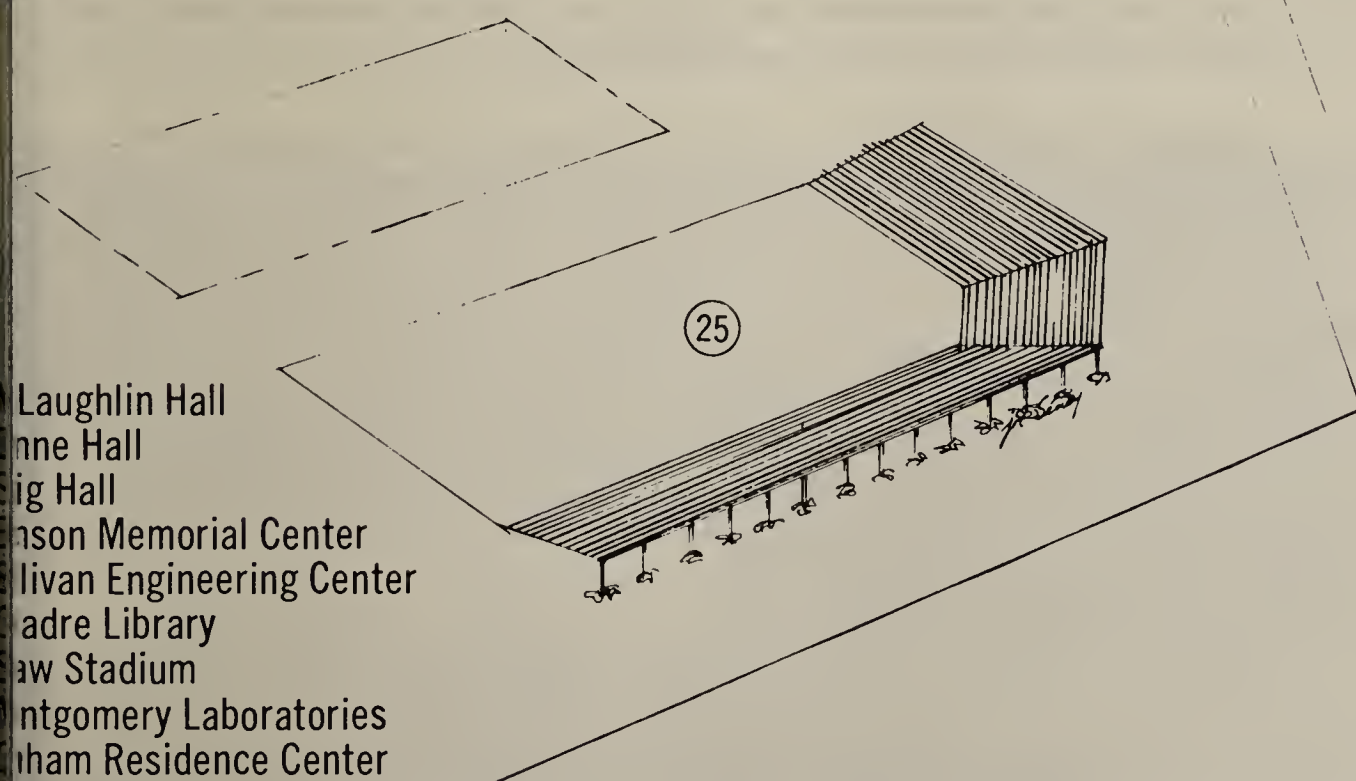
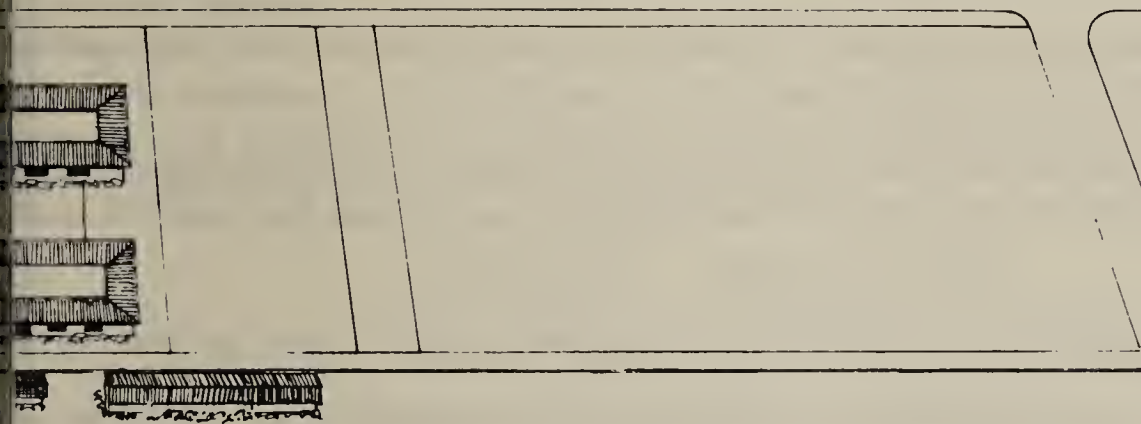
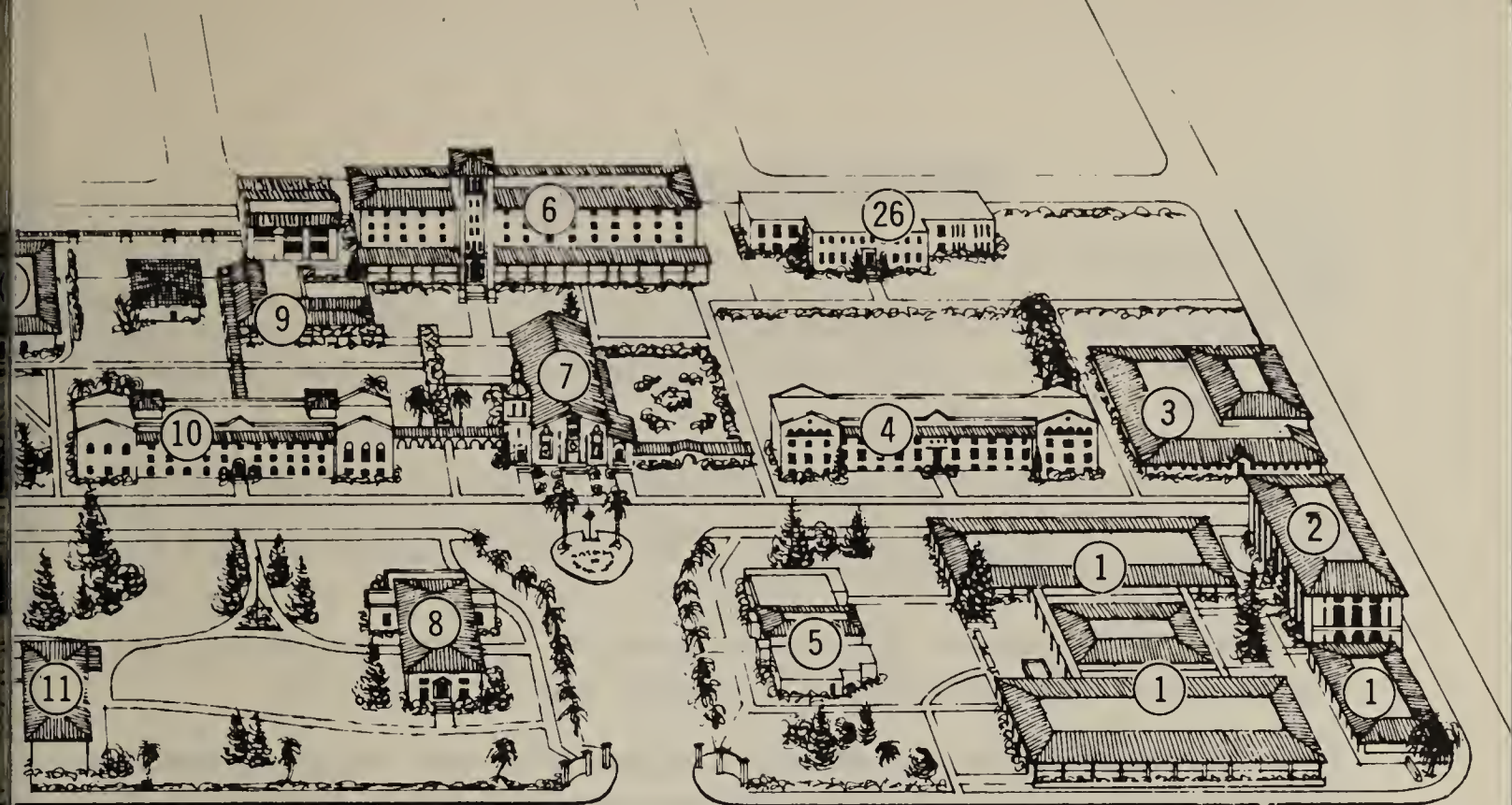




THE UNIVERSITY OF SANTA CLARA

EXISTING BUILDINGS

- 1 Daly Science C
- 2 Alumni Science
- 3 Seifert Gymnas
- 4 O'Connor Hall
- 5 De Saisset Art
- 6 Nobili Hall
- 7 Mission Church
- 8 Walsh Adminis
- 9 Faculty Club
- 10 Jesuit Faculty
- 11 Heafey Law Lib
- 12 Varsi Hall
- 13 Service Buildin
- 14 Ricard Observa
- 15 Donohoe Infirm
- 16 Kenna Hall
- 17 Bergin Hall
- 18 Walsh Hall



Laughlin Hall
 Anne Hall
 Big Hall
 Mason Memorial Center
 Sullivan Engineering Center
 Madre Library
 Law Stadium
 Montgomery Laboratories
 Wham Residence Center
 A Strub Hall
 B Swig Hall
 C O'Neill Hall
 D Hancock Hall
 E Campisi Hall
 F Sanfilippo Hall

Aims and Objectives

The University of Santa Clara is an institution of higher learning founded by the Jesuit Fathers in 1851. The University is governed by a Board of Trustees of laymen and Jesuits.

Its principal objective is to provide superior undergraduate education in the liberal arts, in the sciences and in the professions of business and engineering to a student body of limited size and of high ability.

It also offers selected graduate programs in business, engineering, law and humanities and sciences.

It presents programs in theology, scripture, and other religious studies which include the major religious traditions but with emphasis on the Catholic tradition.

It encourages research as an important part of graduate and undergraduate education.

It encourages experimentation and innovation in teaching methods and curriculum to make the education more relevant to contemporary society and the needs of modern man.

It welcomes professors and students of all races, religions, and national origins.

It provides special assistance to disadvantaged students, not only to help solve social injustice, but also to diversify the student body in a way that will better prepare all the students to contribute to a pluralistic society.

Within this diversity it offers the opportunity for spiritual growth in private life and in the Christian community and worship which it fosters.

It is a scholarly community in which students, professors and administrators united in the search for truth, are actively involved in the formulation and implementation of institutional policy, and share responsibility for creating and maintaining an atmosphere in which all have freedom to learn, freedom to inquire and freedom to express themselves.

Santa Clara recognizes the importance of bringing to students, professors and the community at large, current and influential thought from the mainstream of contemporary life in philosophy, literature, science, the arts, politics, religion and other cultural areas through public discussion, seminars, conferences and exhibitions. These will not necessarily reflect the University position, nor agree with majority opinion, and they will not constitute an endorsement since they may represent divergent views.

Board of Trustees
University of Santa Clara
November 19, 1968

THE SCHOOL OF BUSINESS

The Board of Trustees established the School of Business as an integral part of the University of Santa Clara in 1926. The four-year curriculum was approved in 1927. The Graduate School of Business was established in 1958.

The Schools of Business are divided into three divisions:

- a) School of Business (undergraduate—four years) (B.S.C. Degree.)
- b) Graduate School of Business (M.B.A. and Ph.D. Degrees.)
- c) The Management Leadership Center.

There are six departments within the Schools of Business—Accounting, Economics, Finance, Administration, Marketing and Quantitative.

The Graduate School of Business

The Graduate School of Business and the School of Business correlate the general educational aims of the University with preparation in meeting the general and specific problems of industry.

The specific aims are to supply professional training for those who are aiming at responsible positions in corporations, in their own businesses, in professional organizations serving business, or in state and federal government agencies; and to provide graduate work at both the master and doctoral levels.

NATIONAL AFFILIATION

Both the Graduate School of Business and the School of Business are accredited by the American Association of Collegiate Schools of Business.

RIGHTS RESERVED

The curriculum and regulations affecting students may be revised at any time at the discretion of the University administration.





Academic Programs

MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM

To assist students to develop the attributes of business leadership, the graduate program leading to the degree of Master of Business Administration stresses the significance of the orientation of business to a dynamic society and the problems of control of the increasingly complex aspects of an industrial economy. The curriculum is focused on the problems of business but is intended to be broad and general, rather than vocational.

Graduate courses are offered during four quarters each year, starting in September, January, March and June. Classes are scheduled during the late afternoon or evening periods to allow graduate students employed during the day to complete the requirements for the degree of Master of Business Administration.

Entrance Requirements

Requirements for admission for the Master of Business Administration degree take recognition to the differences among candidates in educational background and experience.

The M.B.A. program can be built upon undergraduate work in Engineering, Business, Arts and Sciences and other areas. A candidate for admission must have a bachelor's degree from an institution of accepted standing.

To guarantee minimum standards of performance, a student who has completed undergraduate courses in accounting, economics, mathematics, and/or statistics will be required to pass qualifying examinations in these areas to satisfy the basic requirements in 200, 216, 230, 292 and 293. Undergraduate courses in law may be used to satisfy basic requirements of 265.

If a student did not complete undergraduate courses in these basic areas, he must not take the qualifying examinations but must satisfy the requirements by taking the basic courses. Examinations will be administered approximately three weeks before the beginning of each term. Special arrangements will be made for students coming from abroad.

The following points are taken into consideration in deciding upon admission into the Graduate School of Business:

1. All applicants are expected to have an above-average academic record.
2. The discipline which the applicant followed in his undergraduate program.
3. Letters of recommendation.
4. Potential for leadership as indicated by experience, attitude and aspiration.
5. Scores on various tests, such as ATGSB and Graduate Record examination.
6. The overall quota in regards to the number which may be accepted in any period.
7. The applicant must be in good standing at any other university which he has attended. As an example, if another Graduate School requires a "B" average, the applicant will not be considered unless his grades are at this level.

There is no single point that the Admission's Committee uses in making its final decision. The Committee uses all of the items listed above in its evaluation.

Procedures for Application

1. Submit application form in duplicate. (Application forms and transcripts must be on file with the Graduate School of Business at least eight weeks prior to the starting date of classes.) Before an application can be evaluated, all transcripts of college credit must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended (and listed on his application) and have transcript sent directly to the University of Santa Clara.

2. Enclose a \$20.00 application fee. Checks are to be made payable to the University of Santa Clara.

3. Two recommendations are required. Forms to be used for this purpose will accompany the application forms.

Applications and transcripts should be addressed to: Dean, M.B.A. Program, Graduate School of Business, University of Santa Clara, Santa Clara, California 95053. All credentials and transcripts which are submitted become the property of the University.

Degree Requirements

The Master of Business Administration will be granted after completion of a minimum of 48 graduate quarter-units of credit beyond the Group I courses (basic requirements). All credits must be earned in graduate courses open only to graduate students. Undergraduate courses may not be substituted in the satisfaction of this requirement.

Residence requirements of the University may be met by completing 39 quarter-units of graduate work beyond the Group I courses at Santa Clara within six calendar years.

Acceptance for Candidacy

Permission to register in the Graduate School of Business does not, in itself, imply that the student is accepted or will be accepted as a candidate for an advanced degree. Once a student has completed 18 graduate units beyond the Group I courses, he must petition to be admitted to candidacy for the M.B.A. degree.

If the student is not advanced to candidacy after completing 18 units of graduate work, he will be disqualified and will not be allowed to continue in the M.B.A. program.

Academic Status

The minimum passing grade in each course is C. However, a grade point average of 2.00 (C) is required for graduation. A grade lower than C in any course requires that the course be repeated. If, in the opinion of the Committee on Academic Standing of the Graduate School of Business, a student's work is so poor as to justify the action or if it is reasonably certain that he does not possess the qualifications necessary for success in the business field, he may be disqualified.

Incompletes

A student's work may be reported incomplete if some essential portion of his work in the course remains unfinished after the final examination. An incomplete becomes a failure unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the following quarter.

Withdrawal

When a student withdraws from the University or from a class, he must report to the Administrative Office of the Graduate School of Business and fill out a Withdrawal Form. This cannot be done by mail or by telephone but must be done in person.

Readmittance to the Graduate School of Business

1. The regulations of the Graduate School of Business are such that any student who does not register during a regular quarter of the academic year (summer quarter excluded) will be placed on the inactive list unless he is given a leave of absence. When a student is placed on the inactive list, it is necessary for him to reapply and he will be considered for readmission on the same basis as a new applying student. He must file the Graduate Application Form and pay the application fee. He will also be required to fulfill any additional requirements which the faculty may adopt during the interim period when he has been on the inactive list.

2. He must also state that he has or has not attended any other school(s) since withdrawing from the University of Santa Clara. (If he did attend another school, all transcripts of courses must be sent to the Dean, Graduate School of Business, University of Santa Clara.)

Program Changes

As long as a student continues in residence each quarter until he completes his degree, the student may follow the regulations of the Catalog at the time of his registration, in its entirety, but, has the option of following the new set of requirements in a subsequent Catalog in its entirety. However, there can be no combination of the requirements from both Catalogs.

Entering New Courses

Students may enter a course for the first time only during the first week of classes of the term.

The M.B.A. Curriculum

Group I. Basic Courses

This group of courses will provide a background in the major tool fields and will serve as a basis for advanced study. Students coming from a liberal arts or an engineering undergraduate major may find it necessary to take all of these courses. These basic courses are offered as part of the graduate program and will satisfy undergraduate deficiencies. Candidates are not precluded from enrolling in basic and Group II classes where circumstances merit such procedure.

		Units
200	Quantitative Methods I	3
216	Accounting	3
230	Economics	3
265	Legal Environment of Business	3
292	Mathematical Analysis I	3
293	Mathematical Analysis II	3

Group II. Required of All Students (6 units)

(May be taken with Group I courses)

		Unit
260	Management and Organization	3
261	The Sociology of Management, and/or	3
268	Management of Human Resources	3



Group III. Required of All Students (30 units)

(May not be taken with Group I courses)

		Unit
201	Quantitative Methods II	3
	(Prerequisite: 200 or equivalent)	
202	Quantitative Methods III	3
217	Accounting for Management I	3
	(Prerequisite: 216 or equivalent)	
218	Accounting for Management II	3
	(Prerequisite: 217)	
231	Economic Analysis of the Firm	3
	(Prerequisite: 230 or equivalent)	
232	Analysis of Business Conditions	3
	(Prerequisite: 231)	
245	Financial Management I	3
246	Financial Management II	3
	(Prerequisite: 245 or equivalent)	
280	Marketing Management I	3
282	Marketing Management II	3
	(Prerequisite: 280 or equivalent)	

Group IV. Electives (9 units)

(Courses in Groups I, II, and III must be completed before these courses are taken. The courses listed below are examples of some of the elective courses which may be taken.)

	Units
210 Operations Research I	3
220 Auditing	3
221 Income Taxation	3
222 Accounting Problems	6
223 Accounting Problems	6
233 Analysis of Business Conditions II	3
234 Economic Policy	3
247 Dynamics of the Financial System	3
249 Investment Portfolio Management	3
261 Sociology of Management*	3
266 Management Policy	3
268 Management of Human Resources*	3
269 Communications	3
281 Marketing Theory	3
284 Advertising Management	3
289 Marketing Research II	3

May be taken with Group I courses.

Group V. Seminar (3 units)

(One seminar is required of all students)

The seminar offers the student the opportunity to intensify an area of emphasis. Among the seminar requirements is a formal written report (or reports) in which the student will explore a topic approved by the instructor.

The following regulations apply to the seminar:

1. A student must complete a minimum of 30 units (beyond the Group I courses) and all prerequisites before being allowed to register for a seminar. There will be no exceptions to this rule.
2. No student will be allowed to register for a seminar until he has completed a minimum of three courses (beyond the Group I courses) in the area in which he wishes to take a seminar.
3. Full-time students will register for the seminar as directed by their faculty advisors.

Ordinarily, seminars will not be given during the summer quarter. Programs should be planned accordingly. It is recommended that the seminar be taken in the last quarter of the student's program.

Alternative Requirement for Group V

On petition, a limited number of students may be permitted to substitute a thesis (299) for the seminar requirement.

THE DOCTOR OF PHILOSOPHY DEGREE PROGRAM IN BUSINESS

The degree of Doctor of Philosophy in Business is conferred upon students as an indication of high intellectual achievement. It is intended to prepare students for business or academic work. Emphasis is placed on breadth of understanding and on competence in analysis, rather than on skill in the day-to-day demands of business.

Because of the general nature of the program, students will be able to apply their background knowledge to a wide range of application and will be able to keep up with the growing body of knowledge surrounding business activity.

The requirements for the degree are expressed in general terms; it is intended that the program retain a high degree of flexibility. Students will be asked to meet the general requirements of the Graduate School of Business, and beyond that, it is expected that the curricular requirements will be adapted to the needs and objectives of the student.

Admission to the Program

Candidates for admission to the program must have earned a baccalaureate degree from an accredited collegiate institution and must establish this record with an official transcript from the institution granting the degree. In addition, the candidate must take the Admission Test for Graduate Study in Business, given by the Educational Testing Service. At the time of his application for admission, the student will receive any other reference material needed. Admission to the graduate program does not assure the candidate continuous registration; he must maintain a satisfactory grade average and must pass the various examinations.

Admission to the doctoral program is generally limited to the fall quarter. All application forms and transcripts must be on file with the Graduate School of Business prior to March 1.

Degree Requirements

The degree of Doctor of Philosophy will be awarded on the basis of the successful completion of 90 quarter-hours of course work; the passing of an examination in one language other than English; the passing of a screening examination which is designed to reveal the candidates' understanding of the University of Santa Clara Master of Business Administration program; passing of a comprehensive field examination; and the writing and oral defense of an acceptable dissertation.

At least one full year of course work (45 quarter-units beyond Groups I, II and III courses) must be completed at the University of Santa Clara. Credit for graduate work taken at other accredited institutions may be allowed on petition to the Doctoral Committee of the School of Business.

It must be emphasized, however, that the attaining of the degree of Doctor of Philosophy is not the matter of accumulation of a given number of course credits, but of building a background of knowledge and understanding broad enough and secure enough to allow the candidate to pass the succession of examinations set for him. Many candidates may feel that additional courses will be advantageous.

Program of Study

The Language Requirement. The candidate will be asked to develop a reading knowledge of a foreign language. This is not a conversational language requirement; the candidate is able to read and gain the meaning of literature in his fields of interest, he will have attained the goal.

Screening Examination. This screening examination will be a written test and will be designed to reveal the candidates' understanding of the University of Santa Clara Master of Business Administration program, as outlined in the catalog of the Graduate School of Business. No student will be allowed to proceed in the doctoral program unless he has passed this examination.

Upon completion of the screening examination, the student will be asked to select a major field of emphasis. He will present his written proposal for his field of emphasis to the Doctoral Committee for approval. Programs in fields of emphasis are limited to the regularly scheduled graduate classes offered in the Graduate School of Business.

Once the field of emphasis has been approved by the Doctoral Committee the candidate will be assigned to the department chairman who will be responsible for working out his program. This program must be approved by the Doctoral Committee before the candidate will be allowed to proceed with his work.

Whenever the department chairman believes the candidate is ready to take a comprehensive oral examination in his field of emphasis, a committee of five members of the faculty will be appointed by the Doctoral Committee to give the oral examination.

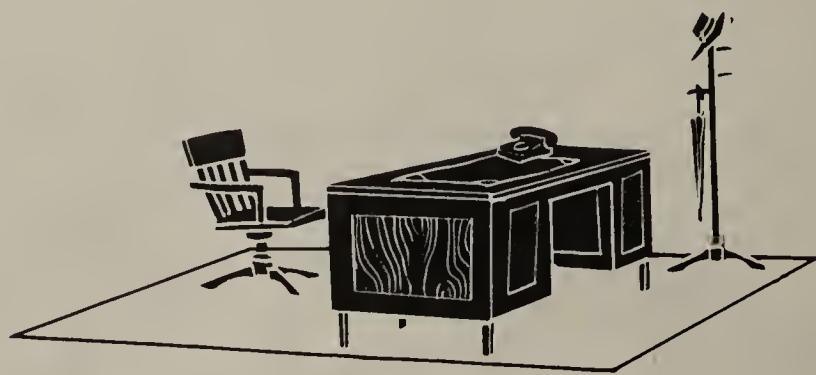
The Dissertation Requirement. The dissertation for the degree of Doctor of Philosophy is expected to constitute a contribution to knowledge. It must be an original work, requiring both research and analysis.



The candidate will be required to invite at least three members of the faculty of the Graduate School of Business to serve on his Dissertation Committee. The latter will not be considered formally constituted until all members of the Committee accept the thesis proposal. Included among the criteria on which the thesis proposal will be evaluated are the following:

- a) The principal and subsidiary issues to be analyzed.
- b) The design of the research including the sources and types of data to be used.
- c) The methods of analysis.
- d) Relation of the candidate's projected work to available studies and literature bearing on the topic.
- e) The significance and purpose of the research.
- f) Scope and depth of the intended work.
- g) The feasibility of the study for the candidate.
- h) Overall judgment as to whether or not the thesis proposal will allow the candidate to demonstrate his ability to perform original research in a scholarly way and to make a contribution to the knowledge and understanding of his field.

The thesis must be written in clear, grammatical and forceful English, typewritten or reproduced by a method which allows the document to be microfilmed clearly, and accompanied by a concise summary of about ten to fifteen pages. One original and at least two copies must be submitted to the student's dissertation committee. The members of this committee and any others invited by the Doctoral committee will examine the candidate orally on his dissertation. On passing this final examination, the candidate will have completed all requirements for the degree of Doctor of Philosophy in Business. (The dissertation must be completed within a five-year period from the date of passing the general examination.)



THE MANAGEMENT LEADERSHIP CENTER

The Management Leadership Center at the University of Santa Clara School of Business was organized in 1957 to provide programs of continuing education for executives, managers and supervisors. Many different seminars, institutes, workshops and conferences are conducted for people coming from all levels of management and from public and private, profit and nonprofit institutions. Some of these programs are initiated by the University, but many are instigated by a single company, by a group of companies, or by a professional association.

Although the Center was established as an adjunct of the School of Business, the educational and professional talents of all parts of the University are integrated in these programs.

The more important programs which are offered each year include the following: Management Development Program—(Offered Fall, Spring and Summer—a twelve-day program) for middle- and upper-management people.

Foremanship and Supervision Program—20 weeks, Fall to Spring.

Seminar in Hospital Management—four eight-week seminars throughout the year.

Seminar in Municipal Management—four eight-week seminars throughout the year.

Western Institute for Organization Management, conducted in cooperation with the Chamber of Commerce of the United States—a one-week each year, for six years, intensive program for Chamber of Commerce and Association executives.

Associated Credit Bureau Program—a one week each year, four year series.



Financial Information

TUITION AND FEES

Application Charge \$ 20.00

This charge is to be sent with each application form and is not refundable.

Registration Fee 5.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

Tuition, per three quarter units 105.00

Diploma and Graduation Fee 25.00

Payable in each quarter in which degree is granted.

Dissertation Fees

Once the candidate for the Doctor of Philosophy Degree in Business has passed his comprehensive oral examination, he will be required to register for nine units each succeeding quarter until he has paid for 45 quarter units of work. In the event he has not completed his dissertation in the five quarters of registration, he will not be assessed additional tuition charges.

All candidates must continue to register each quarter (summer not included) and pay the registration fee each period until they complete their dissertations. Students who fail to do this will be placed on the inactive list.

Refund of Tuition

Any student withdrawing prior to and up to the fourth meeting of any regularly scheduled class will receive a refund of one-half of the tuition. No refunds of tuition will be made subsequent to the fourth meeting. The registration fee is not subject to refund.

FINANCIAL AIDS

Financial assistance at the University of Santa Clara is awarded on the basis of demonstrated leadership and character, superior academic record, and financial need. Assistance generally is categorized as scholarships, loans, deferred payment plans and jobs.

Loans

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education through a loan program. Among those available to students of the Graduate School of Business are the National Defense Student Loan program, United Student Aid Funds Inc., and Federally Insured Loans. Application forms and further information may be obtained from the Office of Financial Aids, University of Santa Clara.

Fellowships

The Graduate School of Business offers a limited number of fellowships to outstanding graduate students. It is also possible for graduate students who plan to follow a career in teaching and who are residents of California to apply to the California State Scholarship and Loan Commission for graduate fellowships.



Scholarships

Crown Zellerbach Foundation Scholarship. One scholarship contributed in 1964 and subsequently by the Crown Zellerbach Foundation, for a deserving graduate student; recommendation to be made by the Dean of the School of Business.

Clausin D. Hadley Scholarship. A perpetual scholarship provided by a gift in 1962 from Martha Hadley of Los Altos in memory of her husband, Dr. Clausin D. Hadley, for the benefit of a needy and deserving student of the School of Business; selection to be made by the Committee on Scholarships.

Francis William Harvey Scholarship. A perpetual scholarship provided by a bequest in 1966 from Anna C. Harvey in honor of her son, Francis William Harvey, for the benefit of a male student in the School of Business from Santa Clara County, selection to be made by the President of the University.

Peter J. Pasetta Scholarship Fund. Perpetual scholarships provided by a gift in 1962 from Peter J. Pasetta of Saratoga for the benefit of needy and deserving students of the School of Business; selection to be made by the Committee on Scholarships.

Qualifications: Besides the conditions laid down by the donors, all scholarships administered by the University are subject to the following conditions:

1. In selecting students for scholarship benefits, evidence of financial need is required. From the applications which satisfy this requirement, preference will be given to students with higher scholastic attainments.
2. A student who holds a scholarship must file a petition for renewal each year. Petitions for new or renewed scholarships by students already in attendance at the University must be submitted before January 15.
3. Scholarships may be cancelled at any time for serious infractions of the rules and regulations of the University.
4. As a general rule, undergraduate applicants receive priority consideration for the different financial aids for which both graduate and undergraduate students are eligible to apply.

Student Life



COUNSELING SERVICES

A variety of counseling services are conveniently available to all students. The University Chaplain and his assistant provide religious guidance in personal interviews and during the University retreats. The Dean and the professors of the student's major department usually take care of the academic counseling of the students.

The University Counseling Center is complementary to, and supportive of, the total university counseling, guidance and advisement effort. A professional staff of psychologists and guidance specialists is available to aid the students in dealing with academic, occupational planning, and personal-social problems which may confront them as maturing men and women. Counseling and testing procedures are used that are appropriate to the student's needs. The fundamental objective of these services is to enable the student to use his own resources in dealing with the problems he confronts.

STUDENT HOUSING

The University maintains twelve dormitories for undergraduate students living on campus. These provide as homelike an atmosphere as possible within the framework of the University's educational requirements.

Dormitory space is open to graduate students only on a space-available basis after undergraduate requirements have been met. Inquiries should be sent to: Director of Housing, University of Santa Clara.

STUDENT ORGANIZATIONS

BETA GAMMA SIGMA, Delta Chapter, is a professional business honor fraternity encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are elected on the basis of high scholarship and good moral character.

DELTA SIGMA PI, Gamma Xi Chapter of the Delta Sigma Pi National Commerce Fraternity, is a professional fraternity of students who are above average academically and who are leaders in the activities of the School of Business.

FINANCE CLUB. The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance. Membership in the student chapter provides the opportunity to participate in meetings, forums and seminars involving leaders of the business and financial communities.

THE MARKETING CLUB is the student chapter of the American Marketing Association. It welcomes all students who have an interest in marketing. The Club sponsors a lecture series and other activities of current interest. Members also are eligible to participate in the student activities of the American Marketing Association.

THE GRADUATE BUSINESS AND BUSINESS ADMINISTRATION ASSOCIATIONS are organizations of students in the Schools of Business for the study of business problems and for the encouragement of social activities among the students of the schools. Frequent lectures are given before the Associations by businessmen of prominence.

SOCIETY FOR THE ADVANCEMENT OF MANAGEMENT aims to improve student understanding of the business community. The society operates in conjunction with the School of Business, and membership is open to all students of that school.

SPECIAL AWARDS

THE SCHWARTZ PRIZES. Two annual prizes of \$100 each, donated in 1955 by Mr. Sidney L. Schwartz of San Francisco, to be given to students submitting papers in Finance and Business or Economics which shall be judged outstanding by the Faculty of the School of Business.



Graduate Courses

(Open to Graduate Students Only)

200. QUANTITATIVE METHODS I (3)

An introduction to statistics. Probability, random variables, sampling distributions, estimation and hypothesis testing, simple correlation and regression.

201. QUANTITATIVE METHODS II (3)

Decision theory. Decision theory with experiments, value of information, and revision of probability distributions. Inventory models under certainty and uncertainty. Utility theory and game theory. Prerequisite: 200 or equivalent.

202. QUANTITATIVE METHODS III (3)

Mathematical models in decision making. Topics include linear programming, transportation model, waiting lines and simulation, PERT, and dynamic programming.

203. ELECTRONIC DATA PROCESSING (3)

Principles and procedures involving the use of the IBM electronic computer.

204. STATISTICAL RESEARCH METHODS I (3)

Application of statistical methods in research. Topics include multiple regression and correlation and design of experiments. Prerequisite: 200 or equivalent.

205. STATISTICAL RESEARCH METHODS II (3)

Continuation of 204.

206. SYSTEMS ANALYSIS (3)

Analysis and design of systems using computer simulation. Prerequisite: 202 and 203 or equivalent.

209. ADVANCED DECISION THEORY (3)

Advanced topics from decision theory.

210. OPERATIONS RESEARCH I (3)

210, 211 and 212 constitute a three-course sequence in operations research. Topics to be covered in depth include linear programming (simplex method, quality), non-linear and dynamic programming, network models, Markov processes, waiting lines and inventory models. Prerequisite: 202 or equivalent.

211. OPERATIONS RESEARCH II (3)

12. **OPERATIONS RESEARCH III (3)**
13. **SEMINAR IN OPERATIONS RESEARCH (3)**
16. **ACCOUNTING PRINCIPLES (3)**
17. **ACCOUNTING FOR MANAGEMENT I (3)**
Analysis, interpretation and application of accounting techniques for managerial decision making.
18. **ACCOUNTING FOR MANAGEMENT II (3)**
A continuation of 217.
19. **SEMINAR IN ACCOUNTING (3)**
20. **AUDITING (3)**
Evaluations of principles and practices in auditing and auditing procedures.
21. **INCOME TAXATION (3)**
The practice of tax accounting.
22. **ACCOUNTING PROBLEMS (3)**
Intensive study of complex accounting problems.
23. **ACCOUNTING PROBLEMS (3)**
A continuation of 222.
24. **ACCOUNTING FOR MANAGEMENT III (3)**
Application of accounting in the management of enterprise.
25. **ACCOUNTING FOR MANAGEMENT IV (3)**
A continuation of 224.
26. **PAPER IN ACCOUNTING (3)**
27. **CONTROLS FOR MANAGEMENT I (3)**
The concepts and applications of controls throughout a business organization. Emphasis is placed on control philosophies and concepts and the working tools of control.

228. CONTROLS FOR MANAGEMENT II (3)

Continuation of Controls for Management I with emphasis on control applications.

230. ECONOMICS PRINCIPLES (3)

A review of basic economic principles concerned with pricing and the level of output.

231. ECONOMIC ANALYSIS OF THE FIRM I (3)

An advanced analysis of the application of economic theory to the formulation of business policies and plans. Prerequisite: 230 or equivalent.

232. ANALYSIS OF BUSINESS CONDITIONS I (3)

An advanced analysis of aggregate economic theory with particular emphasis upon economic forces which influence the level of business activity. Prerequisite: 230 or equivalent.

233. ANALYSIS OF BUSINESS CONDITIONS II (3)

An analysis of the fundamental factors responsible for economic fluctuations and growth, together with a study of tools and techniques of measuring and forecasting business changes. Prerequisite: 232.

234. ECONOMIC POLICY (3)

An advanced analysis of public policies designed to affect the size, the composition, and the distribution of the nation's wealth and income. Prerequisite: 231 and 232.

236. PUBLIC FINANCE AND TAXATION (3)

An advanced analysis of the economic effects of public spending and of the various forms of taxation. Prerequisite: 231 and 232.

237. ECONOMIC ANALYSIS OF THE FIRM II (3)

A continuation of 231 with particular emphasis upon the application of micro-economic tools to the firm's decision making process.

238. MATHEMATICAL ECONOMICS (3)

An advanced formulation of economic theories by the use of mathematical models. Prerequisite: 231, 232, and 292, 293 or two terms of calculus.

239. ECONOMETRICS (3)

An advanced application of mathematical and statistical tools to economics. Prerequisites: 202, 231, and 232.

20. SEMINAR IN ECONOMICS (3)

This seminar covers current economic topics. It is open to all of the graduate students. It is required of all M.S. students in Economics and it can be used to fulfill the seminar requirement for MBA students. Prerequisite: 231 and 232.

21. MONETARY THEORY (3)

An advanced analysis of current developments in monetary theory. Prerequisite: 231 and 232.

22. INTERNATIONAL ECONOMICS (3)

An advanced analysis of modern international economic theories and problems. Prerequisite: 231 and 232.

23. INDUSTRIAL ORGANIZATION (3)

An advanced analysis of the structure, conduct and performance of American Industry. Prerequisite: 231.

25. FINANCIAL MANAGEMENT I (3)

Emphasis is placed on financial analysis, decisions and policies related to the management of current assets and short term sources of funds. Prerequisite: 216 or equivalent.

26. FINANCIAL MANAGEMENT II (3)

Emphasis is placed on financial analysis and theory pertinent to financial structure, cost of capital, capital budgeting, investment policy and valuation. Prerequisite: 245 or equivalent.

27. DYNAMICS OF THE FINANCIAL SYSTEM (3)

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 246.

28. SEMINAR IN FINANCE (3)

Prerequisite: 246 and consent of Instructor.

29. INVESTMENT PORTFOLIO MANAGEMENT (3)

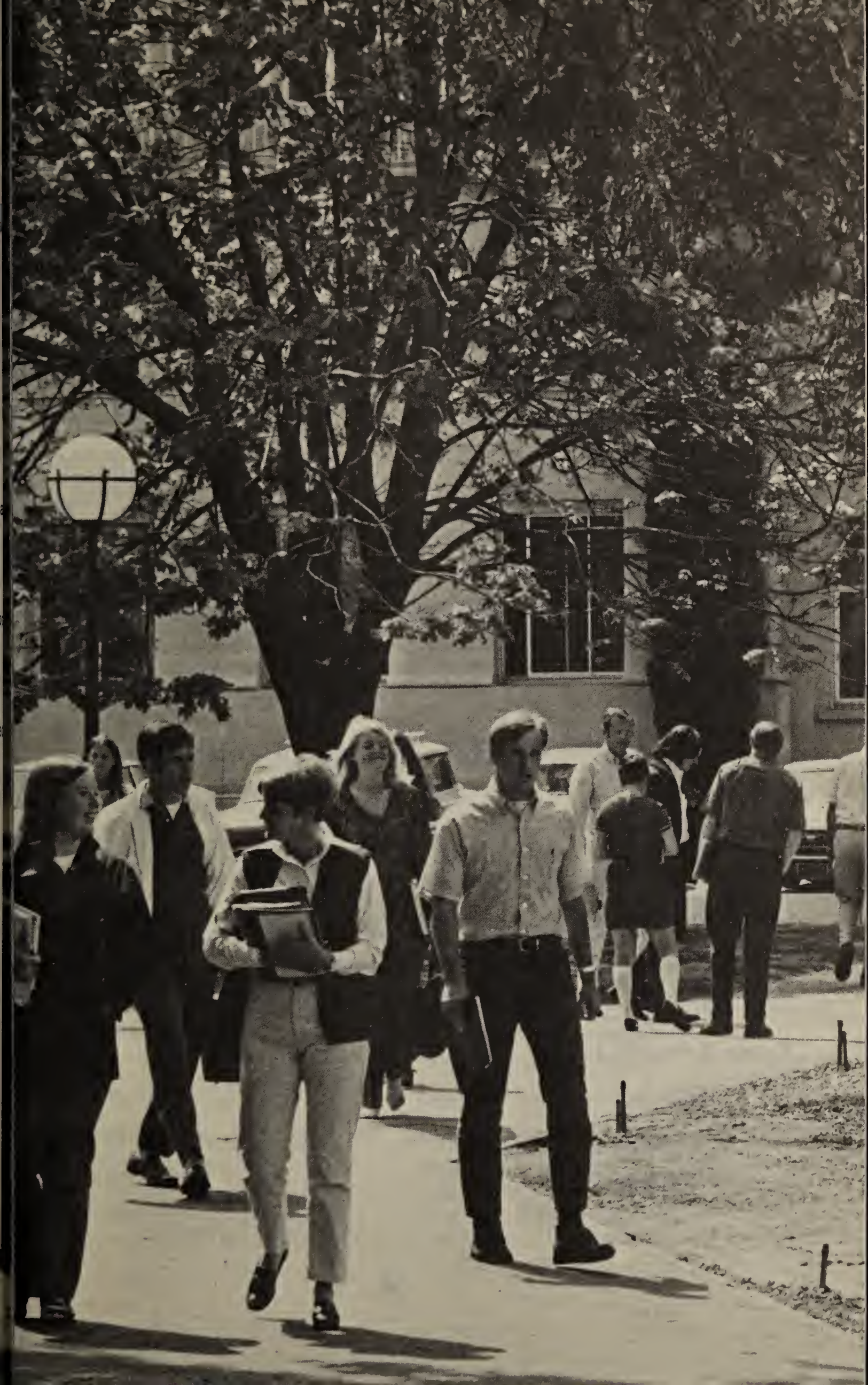
Nature of financial institutions and the development of their investment programs and policies both in practice and theory. Prerequisite: 246.

30. SEMINAR IN FINANCIAL RESEARCH (3)

- 251. INTERNATIONAL FINANCE (3)**
International monetary mechanisms, international banking, money and capital markets. Instruments of foreign exchange; the role and function of international monetary institutions; management of multi-national business firms.
- 260. MANAGEMENT AND ORGANIZATION (3)**
The meaning and nature of administrative organization, basic and modern management concepts, the dimensions of management activities, functional relationships, and problems of integration and communication.
- 261. THE SOCIOLOGY OF MANAGEMENT (3)**
Analysis of social roles and relationships within business. Prerequisite: 260.
- 263. SEMINAR IN SOCIOLOGY OF MANAGEMENT (3)**
- 264. SEMINAR IN MANAGEMENT (3)**
Discussion of the future role of the manager as it will be affected by the trends and changes in the external and internal environment. Prerequisites: 260, 266.
- 265. LEGAL ENVIRONMENT OF BUSINESS (3)**
An examination of the law and its nature, formation and application to business by the executive, legislative and judicial branches of government.
- 266. MANAGEMENT POLICY (3)**
The study of the development of objectives, policies and organizational structure of businesses by means of case discussion. Limited to students in the final semester of work for the M.B.A.
- 268. MANAGEMENT OF HUMAN RESOURCES (3)**
Analysis of optimum utilization of human resources in all types of organizations. The subject matter includes leadership, motivation, group dynamics and management of change. Prerequisite: 260.
- 269. COMMUNICATIONS (3)**
The sociopsychological principles (and the functional and dysfunctional aspects) of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations.
- 270. INTERNATIONAL MANAGEMENT (3)**
An analysis of problems associated with international business organizations.
- 271. SEMINAR IN ORGANIZATION THEORY (3)**

- 273. SEMINAR IN ORGANIZATIONAL BEHAVIOR (3)**
- 278. INTERNATIONAL MARKETING (3)**
An analysis of problems associated with international marketing. Prerequisite: 282.
- 279. SMALL BUSINESS ENTREPRENEURSHIP (3)**
An analysis of investigating and beginning a new business venture.
- 280. MARKETING MANAGEMENT I (3)**
Analysis of principles and methods of marketing from the viewpoint of management through case discussion.
- 281. MARKETING THEORY (3)**
Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing. Prerequisite: 282.
- 282. MARKETING MANAGEMENT II (3)**
Economics of pricing, product and sales planning and public regulation of marketing are considered. Prerequisite: 280.
- 283. SEMINAR IN MARKETING (3)**
- 284. ADVERTISING MANAGEMENT I (3)**
A consideration of the coordination of advertising with other sales promotional tools. Prerequisite: 282.
- 285. SEMINAR IN MARKETING THEORY (3)**
- 286. MARKETING INSTITUTIONS (3)**
A study of the history and economics of the various institutions through which goods pass between production and consumption. Prerequisite: 280 and 282.
- 287. ADVERTISING MANAGEMENT II (3)**
A study of the problems of using advertising in conjunction with other methods of sales promotion in industrial and consumer marketing, as developed from case discussions; a managerial rather than a technical or creative consideration of advertising. Prerequisites: 284 or the consent of the instructor.
- 288. MARKETING RESEARCH I (3)**
The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. Prerequisite: 282.

- 289. MARKETING RESEARCH II (3)**
Continuation of 288. Prerequisite: 282 and 288.
- 292. MATHEMATICAL ANALYSIS I (3)**
Introduction to analytical geometry, differentiation and integration and their applications.
- 293. MATHEMATICAL ANALYSIS II (3)**
A continuation of 292.
- 294. MATHEMATICAL ANALYSIS (3)**
An introduction to finite mathematics; linear algebra.
- 297. BUSINESS ETHICS (3)**
A consideration of ethical problems which grow out of business practices; an inquiry into competitive and interpersonal relationships.
- 298. INDEPENDENT STUDY (3)**
Individual research projects. (Consent of the faculty must be obtained before enrollment for the course.)
- 299. MASTER'S THESIS (3)**
An independent investigation in some business area of specialization. (Required Consent of the faculty.)
- 300. DOCTORAL SEMINAR IN QUANTITATIVE METHODS (3)**
- 316. DOCTORAL SEMINAR IN ACCOUNTING I (3)**
- 330. DOCTORAL SEMINAR IN ECONOMICS I (3)**
- 345. DOCTORAL SEMINAR IN FINANCE I (3)**
- 360. DOCTORAL SEMINAR IN MANAGEMENT I (3)**
- 380. DOCTORAL SEMINAR IN MARKETING I (3)**
- 399. PH.D. DISSERTATION**
- 400. DOCTORAL STUDENTS IN RESIDENCE (No units)**



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Charles J. Dirksen, M.S.C., LL.D.	<i>Dean</i>
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Advisory Boards

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Honolulu, Hawaii

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San Jose, California

Daniel G. Vaughan
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Santa Clara, California

Austen Warburton
Santa Clara, California

Richard H. Wehner
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Harry Williams
San Jose, California

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Charles S. Hobbs

Vice President
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Clougherty Packing Company

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Fireman's Fund Insurance Company

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President
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Peter Pasetta

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Dr. Sidney L. Schwartz

Senior Partner (Emeritus)

Sutro & Company

C. K. Wilson

Vice President

FMC Corporation



Faculty

GRADUATE SCHOOL OF BUSINESS

NORMAN L. AMY (1963)

Lecturer in Business Administration

B.A., University of Denver; A.M., Ph.D., University of Texas.

O. ROBERT ANDERSON (1942)

Professor of Business Administration

B.A., University of Washington; C.P.A., State of Oregon; M.B.A., University of Washington.

MARIO L. BELOTTI (1959)

Professor of Economics and Business Administration

Chairman, Department of Economics

B.A., Midwestern University; A.M., Ph.D., University of Texas.

MICHAEL K. BLOCK (1969)

Acting Assistant Professor of Economics and Business Administration

A.B., M.A., Stanford University.

MARLYNN K. BOHMAN (1969)

Acting Assistant Professor of Business Administration

B.S., University of Utah; M.B.A., University of California; C.P.A., State of California.

LOUIS F. BOITANO (1947)

Lecturer in Business Administration

B.S.C., University of Santa Clara; C.P.A., State of California.

JAMES F. BOULDEN (1961)

Visiting Associate Professor of Management

B.S., University of Illinois; B.B.A., Baylor University; M.S., D.B.A., Indiana University.

ARNER O. BRANDENBURG (1967)

Associate Professor of Business Administration

B.S.C., Northwestern University; M.S., Ph.D., University of Illinois.

AUL L. BROWN (1965)

Professor of Business Administration

B.S., University of Illinois; M.S., Oklahoma State University; Ph.D., Ohio State University.

VILLIAM K. BROWN (1960)

Lecturer in Management

EDWARD W. BUTLER (1962)

Director of Associates

B.S.M.E., Stanford University.

B. BALLARD CHEATHAM (1964)

Assistant Professor of Business Administration

B.S., United States Naval Academy; M.A., Stanford University.

FRANCIS J. CORRIGAN (1967)

Professor of Business Administration

B.S.C., Saint Louis University; M.B.A., Stanford University; Ph.D., Saint Louis University.

RICHARD T. COZ, S.J. (1963)

Assistant Professor of Economics and Business Administration

A.B., M.A., Gonzaga University.

GROVER J. DALY (1969)

Lecturer in Business Administration

A.B., University of Chicago; M.B.A., University of Santa Clara.

HENRY G. DEMMERT (1968)

Assistant Professor of Economics and Business Administration

A.B., University of Santa Clara.

CHARLES J. DIRKSEN (1938)

Professor of Business Administration; Dean

B.S.C., M.S.C., Saint Louis University; LL.D., University of Santa Clara.

WILLIAM F. DONNELLY, S.J. (1969)

Assistant Professor of Economics and Business Administration

B.S.C., M.S.T., University of Santa Clara; M.A., Gonzaga University; Ph.D., New York University.

JOHN S. EWING (1969)

Visiting Professor of Business Administration

B.A., Bishops University; M.B.A., D.C.S., Harvard University.

ELMER D. FAGAN (1962)

Visiting Professor of Economics and Business Administration

A.B., University of Oklahoma; A.M., Ph.D., Harvard University.

McKEE FISK (1969)

Visiting Professor of Business Administration

A.B., Oklahoma City University; A.M., University of Southern California; Ph.D., Yale University.

MYLEN E. FITZWATER (1968)

Lecturer in Business Administration

B.Sc.E., M.A., Ph.D., Ohio State University.

STANLEY FROMOVITZ (1968)

Assistant Professor of Business Administration

B.A., M.A., University of Toronto; Ph.D., Stanford University.

BERNARD F. HALEY (1969)

Visiting Professor of Economics and Business Administration

A.B., A.M., Stanford University; A.M., Ph.D., Harvard University.

AUL V. HARRELL (1963)

Assistant Professor of Business Administration

B.A., University of California at Los Angeles; M.Acc., University of Southern California; C.P.A., State of California.

HARRY P. HARTKEMEIER (1960)

Professor of Business Administration

B.A., University of Louisville; A.M., Harvard University; Ph.D., University of Chicago.

JOHN HEINEKE (1968)

Assistant Professor of Economics and Business Administration

B.A., Saint Ambrose; Ph.D., University of Iowa.

ARTHUR HIGHMAN (1968)

Professorial Lecturer of Business Administration

B.S., Illinois Institute of Technology; M.S., Ph.D., University of Chicago.

ROBERT F. JACOBS (1961)

Lecturer in Business Administration

J.D., University of Santa Clara.

ELLIOT JONES (1952)

Professor of Business Administration (Emeritus)

A.B., Vanderbilt University; A.M., Ph.D., Harvard University.

JOSEPH P. KELLY (1939)

Lecturer in Business Law

Ph.B., Holy Cross College; J.D., LL.M., New York University.

HAIHO KIM (1964)

Associate Professor of Business Administration

B.A., Ouachita College; M.S., Ph.D., Columbia University.

H. B. KIRSHEN (1967)

Visiting Professor of Business Administration

B.S., Whitman College; M.A., Columbia University; Ph.D., University of Wisconsin.

WITOLD KRASSOWSKI (1957)

Professor of Sociology

Chairman, Department of Sociology

B.Sc., M.S., Purdue University; Ph.D., University of California at Los Angeles.

GORDON H. KUBOTA (1969)

Acting Assistant Professor of Economics and Business Administration

A.B., University of Santa Clara.

JOEL K. LEIDECKER (1969)

Assistant Professor of Business Administration

B.A., M.B.A., D.B.A., University of Washington.

CHARLES F. LOUIE (1963)

Associate Professor of Business Administration

B.S., M.B.A., Ph.D., University of California at Berkeley.

THOMAS MAIER (1967)

Professor of Business Administration

B.S., M.S., D.Ed., Temple University; M.B.A., University of Santa Clara;

C.P.A., State of California.

ANTHONY MALO (1965)

Lecturer in Business Administration

B.S.E.E., Stanford University; M.B.A., University of Santa Clara.

FREDERICK R. McFADDEN (1966)

Associate Professor of Business Administration

Chairman, Quantitative Department

B.S.M.E., Michigan State University; M.B.A., University of California at Los Angeles;

Ph.D., Stanford University.

PETER F. McLOUGHLIN (1963)

Professor of Economics and Business Administration

B.A., University of British Columbia; Ph.D., University of Texas.

JOSEPH F. X. MONASTA (1948)

Lecturer in Business Administration; Graduate Student Advisor

A.B., Anselm College; M.B.A., Stanford University.

BERALD T. O'MARA (1968)

Assistant Professor of Economics and Business Administration

B.A., University of Chicago; M.A., Stanford University.

JOHN PAGANI (1954)

Professor of Business Administration; Chairman, Department of Accounting

B.S.C., University of Santa Clara; Ph.D., Stanford University.

ROBERT PAPER A (1960)

Professor of Business Administration; Chairman, Department of Finance

A.B., A.M., Ph.D., Stanford University.

LEE SANDRITTER (1963)

Professorial Lecturer in Administration

M.D., University of Nebraska.

DONALD L. STUCKY (1966)

Professor of Business Administration; Chairman, Department of Marketing

B.S.A., Purdue University; M.B.A., Harvard University; Ph.D., Purdue University.

JOSEPH M. TRICKETT (1958)

*Professor of Administration; Chairman, Department of Administration; Director,
The Management Leadership Center*

Ph.B., Washburn University; M.B.A., Ph.D., Stanford University.

ZBYNEK L. VANCURA (1962)

Associate Professor of Business Administration
A.B., Netherlands School of Economics; Drs. (Econ.)

PRETORIUS VAN DEN DOOL (1965)

Associate Professor of Business Administration
B.A., M.A., D.B.A., University of Oregon.

THADDEUS J. WHALEN, JR. (1962)

Associate Professor of Economics and Business Administration
B.S., University of Santa Clara; A.M., Ph.D., University of California at Berkeley.



TEACHING ASSISTANTS AND LECTURERS

STEWART BERKSHIRE (1967)

B.S., United States Naval Academy; M.B.A., San Jose State College.

CHARLES DAVID COLE (1967)

B.S.E.E., Stanford University; M.B.A., University of Santa Clara.

THOMAS KEPNER (1969)

M.B.A., University of Santa Clara.

DANTE E. SANTOS (1967)

B.B.A., University of the East, Philippine Islands; M.B.A., University of Santa Clara.

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